



**MARCH 2003**

# **COMNAVSUBFOR RESERVE NOTE**

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## **RESNOTE DISTRIBUTION SCHEDULE AND REQUIREMENTS:**

*This RESNOTE is distributed prior to the first drill weekend of each month. Paper distribution is mandatory for those reservists without E-mail. Unit COs should ensure the RESNOTE is distributed to all members in their unit. If you know of any Submarine Reservist presently serving outside of Program One, please forward a copy of this RESNOTE to them and invite them to send their e-mail address to the PCU. They will be added to the distribution list. Send e-mail input for upcoming RESNOTES to CWO3 Kevin Kilcoyne ([kilcoynekw@ieee.org](mailto:kilcoynekw@ieee.org)) (SUBLANT) or CAPT David Hill ([hillhd@westinghouse.com](mailto:hillhd@westinghouse.com)) (SUBPAC).*

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## FLAG OFFICER ANNOUNCEMENTS BRAVO ZULU!

Secretary of Defense Donald R. Rumsfeld announced 25 February that the President has nominated Naval Reserve Capt. Jay A. DeLoach for appointment to the rank of Rear Admiral (lower half) while serving as Commanding Officer, Naval Reserve, Commander, SEVENTH Fleet Detachment 111, Fort Worth, Texas. His previous assignment was as SUBLANT Reserve Force Director.

Congratulations RDML(Sel) DeLoach!

## SUBMARINE ITEMS IN THE NEWS

Chicago Tribune

February 9, 2003

### **NATO, Russia Sign Sub Rescue Pact**

By Tribune News Services

NATO and Russia signed an agreement Saturday to cooperate on future submarine rescue operations to prevent another Kursk-style disaster. The pact marks a new step in the former foes' rapprochement.

Russia was criticized for initially refusing help from NATO when the Kursk sank in 2000 and for not providing full information to Norwegian and British rescuers trying to save the 118 crew

members. The agreement was signed on the sidelines of a security conference in Munich by NATO Secretary General George Robertson and Russian Defense Minister Sergei Ivanov.

## **UPCOMING EVENTS/PAST HISTORY**

### **MARCH**

3 MARCH (1915) - Congress creates Federal Naval Reserve

**25 MARCH** - All FY04 APPLY Board members and support personnel notified of selection

29 MARCH (1960) - Launch of first fully integrated Fleet Ballistic Missile

### **APRIL**

7 APRIL (1979) - Launching of first Trident submarine, USS Ohio (SSBN-726) at Groton, CT

11 APRIL - Submarine Force Birthday (1900) - Navy accepted its first submarine, USS Holland)

### **MAY**

**1 MAY** - Cut-off date for on-line FY04 APPLY registration (CHANGE FROM 30 APRIL)

**5 MAY** - Naval Reserve E8/E9 Selection Board convenes

**5 MAY** - Naval Reserve O-4 Line Selection Board convenes

10 MAY (1960) - USS Triton (SSRN-586) completes submerged circumnavigation of world in 84 days following many of the routes taken by Magellan and cruising 46,000 miles.

**18 MAY** - Final day for on-line FY04 APPLY application updates

### **JUNE**

**2 JUNE** - Naval Reserve LDO/CWO In-Service Procurement Selection Board convenes

**6 JUNE** - Deadline for supplemental packages to APPLY Board

**9 JUNE** - TAR Transfer/Redesignation Board #2 convenes

**9 JUNE** - Naval Reserve W-3/W-4 Selection Board convenes

9 JUNE (1959) - Launching of USS George Washington (SSBN-598), first nuclear powered fleet ballistic missile submarine, at Groton, CT

**15 JUNE** – FY04 Apply Board convenes

**16 JUNE** - Naval Reserve E-7 Selection Board convenes

**27 JUNE** (est) – FY04 Apply Board adjourns

28 JUNE (1970) - USS James Madison (SSBN-627) completes first conversion to Poseidon missile capability

### **JULY**

1 JULY (1914) - Prohibition of alcohol begins in the Navy

1 JULY (1916) - Establishment of informal school for officers assigned to submarines at New London, CT

2 JULY (1945) - USS Barb (SS-220) bombards Japanese installations on Kaihyo Island, Japan; first successful use of rockets against shore positions.

4 JULY (1776) - American colonies declare their independence from Great Britain

4 JULY (1842) - First test of electrically operated underwater torpedo sinks gunboat Boxer

23 JULY (1958) - USS Nautilus (SSN-571) departs Pearl Harbor for first submerged transit of North Pole

## **APPLY BOARD**

The latest updates on APPLY Board dates, instructions, changes are available at:

[http://www.navres.navy.mil/navresfor/navsurf/staff\\_codes/N1/applyfy04/index.html](http://www.navres.navy.mil/navresfor/navsurf/staff_codes/N1/applyfy04/index.html)

Note that the application deadline has been extended to 1 MAY, but it is still recommended to register as early as possible.

## **CMC NOTE**

It was a tremendous gathering of our Program One Senior Enlisted Advisors at the Little Creek Amphibious base last month. There was a demonstrable sharing of ideas and a robust exchange of methods, policies, and procedures. I sensed a heck of a lot of momentum for improvement in our force – both from an operations and maintenance perspective. I encourage all SEA's as well as other enlisted leaders to keep the momentum going, work those challenging issues that are so important to our enlisted community, utilize the CPO mess as the valuable resource it is, and communicate relentlessly. We have planted the seeds for a nation wide Program One CPO mess. It will take the hard work and commitment of our membership to bring it to fruition. Thanks to each of you for all your outstanding support.

Several messages concerning advancement came out of CNRF and the CNO's office last month. I took particular interest in NAVADMIN 031/03 concerning the CNO's new "Perform to Serve (PTS) policy. This initiative, intended to be used as a force shaping tool, promises to have far reaching affects on the future of our enlisted demographics and the careers of our most important assets. PTS springboards off of our high year tenure successes and promises to take us to the next level in getting the right skills for the right people, then matching those personnel to the right jobs at the right time.

PTS confronts the stagnation in ratings "head on" *forcing* career changes for those personnel that are in over-manned ratings / ranks at the time they reenlist. This will effectively move personnel from those ratings with excess inventory into under-manned ratings, producing a profound affect on the advancement opportunities presented to all enlisted sailors. Currently, sailors are able to reenlist while remaining in ratings that are greater than 120% over-manned. In many cases, this creates a bottleneck that cannot be negotiated by personnel in a rank below those in the over-manned rating/rank. The person in the lower rank of that rating might be facing an "under-manned" condition, and, thus, is not allowed to change rates. The Sailor is essentially either forced to sit in the stagnating rate with little or no chance of advancement, or quit the Naval Reserve. PTS promises to eliminate these bottlenecks, while getting the shape of our force to match the model that our missions demand.

The introduction of this policy presents us with some challenges in mentoring and counseling our enlisted personnel. It presents long awaited and well deserved opportunities for our entire enlisted community to advance, and it promises to yield a force whose demographic mix more

closely matches fleet needs. It will help us to create the personnel assets of the future so that we are ready for the missions of tomorrow. As always, be vigilant in your focus on retention and continue to scour the Enlisted Community Manning Objectives (ECMO) for opportunities for our enlisted folks - and encourage rate changes where they make sense.

ETCM(SS) Chris Clark  
COMNAVSUBRESFOR LANT CMC

## **TASK FORCE EXCEL OVERVIEW**

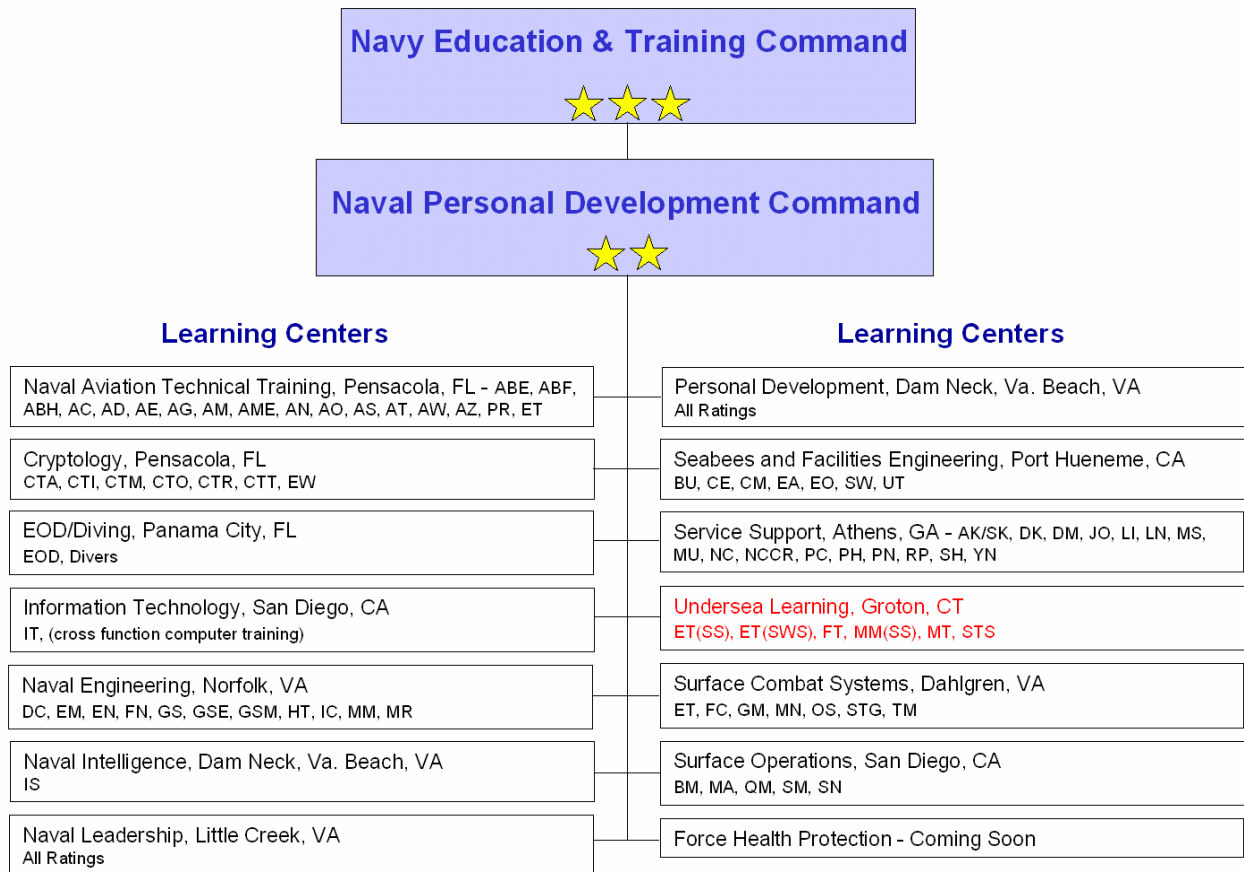
### **BACKGROUND**

Although Navy training has historically served as the benchmark many companies use to measure the effectiveness of their own training, the Chief of Naval Operations, Admiral Vern Clark was not satisfied that it was as good as it could or should be. At the outset of his second year, he assembled a committee to conduct an "Executive Review of Navy Training." The committee, comprised of Fleet, Commander Naval Education and Training (CNET), and Operational Navy (OPNAV) personnel, confirmed the CNO's instinct that training was not sufficient to ensure Sailors are able to meet demanding future requirements. They reported outdated training methods and technologies, and provided recommendations that were not of the typical evolutionary variety; rather they were revolutionary in nature.

As a result of the committee's findings, ADM Clark called for a "revolution in training," and formed the Task Force for Excellence through Commitment to Education and Learning, or **Task Force EXCEL** for short. Task Force EXCEL is the mechanism with which the CNO intends to revolutionize Navy training and education, and is responsible for overseeing the implementation of pilot programs that are designed to enhance and strengthen the Navy's training and education structure; it is not a single program, method, technique, website, etc.

### **LEARNING CENTERS**

Changes due to the revolution in training have been fast and significant. The Navy Education and Training Command (NETC) was established within a year after the formation of the CNO's committee. At the heart of the new organization are the Naval Personnel Development Command Learning Centers. The Learning Centers work with Fleet representatives to define individual knowledge, skills, and abilities required to perform given tasks. Additionally, Learning Centers are responsible for Sailors' professional and personal growth and development by coordinating with the Human Performance Center to develop and deliver the appropriate tools and opportunities.



## HUMAN PERFORMANCE SYSTEM MODEL

With our Fleets challenged by demanding and dynamic tasking, and our Sailors challenged by rapid technology advancement, the task force developed a method to completely change the way the Navy conducts training. The Human Performance System Model is a four quadrant cyclical process, employed by Learning Centers, to continuously indentify performance requirements, evaluate training solutions, and ensure the right training is provided to the right Sailor at the right time.

### Quadrant I: Define Requirements

The first step in the process is to define human performance requirements (knowledge, skills, and abilities) and identify inhibitors to performance. Metrics used to evaluate performance requirements are included in the Quadrant I product.

### Quadrant II: Design Solutions

Once human performance requirements and performance inhibitors have been identified, certified, and prioritized, analysts and subject matter experts evaluate the requirements and determine how best to achieve them. Metrics to evaluate effectiveness of solutions are also developed.

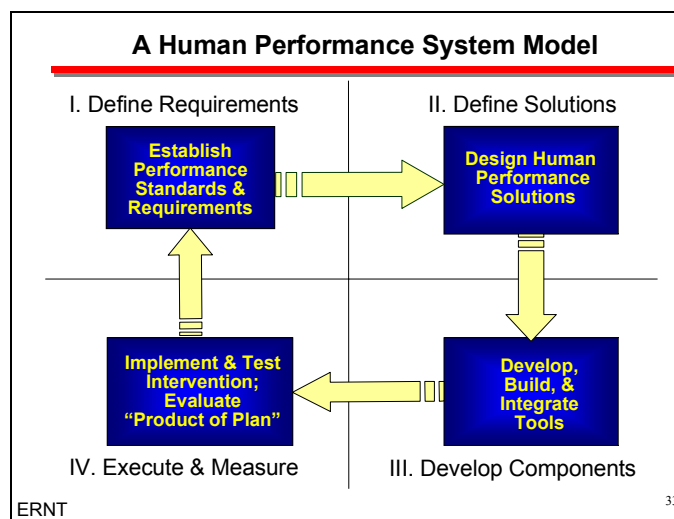
### Quadrant III: Develop, Build, and Integrate Tools

Solutions developed in Quadrant II are passed to the decision-makers in Quadrant I. The Fleet/Force Commanders, or equivalent, selects the appropriate solution(s) based on effectiveness, cost, etc.

Solution options can include traditional classroom instruction, e-Learning, job performance aids, electronic performance support systems, manpower adjustments, on-the-job-training, integrated electronic technical manuals, simulations, models or games, experience, job redesign/automation, and research and development.

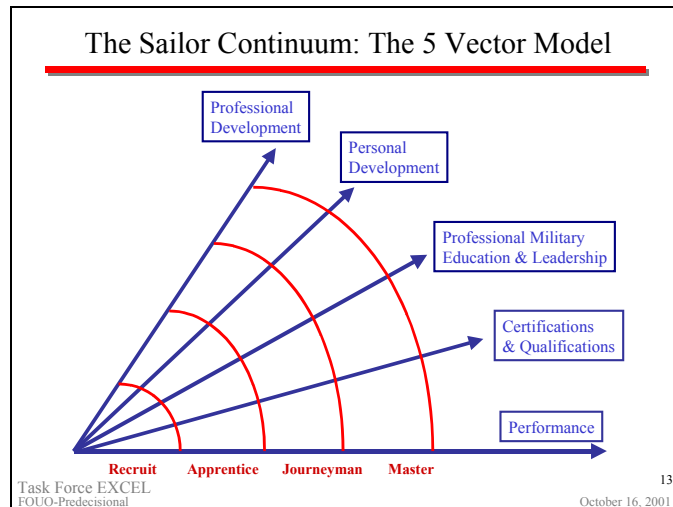
### Quadrant IV: Execute and Measure Effectiveness

Solutions and their implementation are evaluated/measured in Quadrant IV. Results are fed back into Quadrants I and II.



### SAILOR CONTINUUM: THE FIVE VECTOR MODEL

The Sailor Continuum, a.k.a. "Five Vector Model," is a roadmap of sorts for Sailors to identify and monitor the progress of their careers in five areas, represented by vectors. The five vectors are *Professional Development*, *Personal Development*, *Professional Military Education and Leadership*, *Certifications and Qualifications*, and *Performance Parameters*. Each vector is subdivided into Recruit, Apprentice, Journeymen, and Master levels, and lists the competencies (knowledge, skills, and abilities) required to progress through these levels. Eventually, these levels will correspond to the current Navy ranking structure, and civilian competency and industry certifications will be included. Each rating will eventually have a unique Five Vector Model.



### Five Vector Summaries

*Professional Development* refers to rating and community training and will usually correlate to private-sector standards.

*Personal Development* covers general military training (GMT), financial planning, and management - skills a Sailor needs to mature as a person.

*Professional Military Education and Leadership* is designed to help Sailors develop into leaders by providing tools and critical-thinking skills.

*Certifications and Qualifications* relate job proficiencies to industry certifications and unit-level requirements. It helps Sailors get academic and certification credit for those skills.

*Performance* encompasses all of the previous vectors and helps Sailors understand what professional expectations and promotion milestones must be met for a successful Navy career.

### NAVY KNOWLEDGE ONLINE (NKO)

Navy Knowledge Online, a Task Force EXCEL product, is a Sailors' personalized web-based portal into this new revolutionary training world. After logging on and answering a few questions, Sailors have access to everything they need to manage their professional and personal development (Five Vector Model). Sailors now have access to the latest information affecting their rating, platform, or learning center at their fingertips. They can also exchange information, in almost real time, with other USN personnel around the world via chat rooms and message boards. NKO is somewhat a one-stop-shop designed to meet all of a Sailors' informational, and professional and personal development needs.

### SUMMARY

Task Force EXCEL is not a single lesson plan, trainer, or program. Task Force EXCEL is the name given to the task force responsible to the CNO for guiding Navy training and education through this revolution. A revolution that will change the way Sailors are trained, evaluated, and even advanced. The CNO made his vision quite clear when he stated, "I am willing to commit any resource at my disposal, and within my authority, to ensure the success of this project."

To read more about Task Force EXCEL, and some of the programs and initiatives they are developing, you can visit the website at <http://www.excel.navy.mil>.



Although Navy Knowledge Online is relatively new, there is a veritable plethora of information available to bring you up to speed on changes to the Navy education and training system. There is also more than enough information to get you started in the management of your professional and personal development. The NKO website is <http://www.nko.navy.mil>.

## **COMSUBPAC**

### **COMSUBPAC TOTAL FORCE CONFERENCE 2003**

The Total Force Conference was conducted with great success on 31 Jan-1 Feb 2003 at the Admiral Kidd Conference Center in San Diego. Overall 129 personnel attended the conference, including 19 active duty and 39 enlisted representatives. A wide range of topics covered the overall themes and Top 2003 Goals for the Total Force, Direct Support to the Active Forces, Readiness and Manning, and Undersea Warfare Enhancement (Multi-year Initiative). Key speakers on Friday included RADM Mark Feichtinger (Director, Submarine Reserve), RADM John McLaughlin (Commander, Naval Reserve Forces Command), RDML Bruce Engelhardt (Commander Submarine Group 9), RDML Jim Beebe (Deputy COMSUBPAC), CAPT Haas Moyer (OPNAV N77), and CAPT Joseph Molloy (COMSUBRON 15), CAPT Douglas McAneny (COMSUBRON 11), and CDR (sel) Ken Minogue (COMSUBGRU 7 RLO). Each of the speakers presented an updated perspective from their respective commands. Time was spent by the Maintenance, Battle Group, and Staff Units with their respective active duty gaining commands in finalizing AT/IDTT support for the remainder of FY03.

On Saturday, FORCM Mobley (CNRF) presented to all attendees CNRF perspectives on and current issues with enlisted community management, advancement, recruiting, and training. CDR Jabs (OPNAV N77 RLO) presented the N77 POM update and CDR Hanson (CSP RLO) led a discussion on NOWS, RUP, and AT/IDTT funding issues. RADM Feichtinger and RDML Beebe led a CO/Officer Roundtable discussion covering topics of leadership, FY03 Goals and Objectives etc. While the officers were with RADM Feichtinger and RDML Beebe the SEA's were with ETCM Clark (COMNAVSUBRESFOR LANT CMC) where he led a discussion on Task Force Excel, Advancements, Evals/Fitrep's, etc.

RDML Beebe closed the conference with guidance to attendees to take back what they had learned and develop/execute an action plan with the knowledge gained at this conference and thanked each member for the time they spend in the Naval Reserve.

The Total Force Conference feedback was very positive and the attendees felt it was time well spent. The conference agenda was filled with knowledgeable and relevant guest speakers, and events that facilitated networking amongst the active duty and reserve participants.

## **COMSUBLANT**

### **COMSUBLANT TOTAL FORCE CONFERENCE 2003**

The 2003 SUBLANT Total Force Conference was held on 7-8 FEB 03 at the Little Creek Conference Center. The conference was well attended with 145 registered attendees, including 28 active duty and 46 enlisted representatives. There were also several visitors from Naval Special Warfare that participated in the breakout sessions.

The theme for this year's conference was "Undersea Warfighting: The Reserve Role." Much of the conference agenda was focused on this theme. As was done in the past, the first day (Friday) of the conference was focused primarily on the Active duty customer and Reserve support. On Saturday, the conference turned to address the "internal" reserve issues that affect SUBLANT Reserve units.

The conference was called to order by CAPT Brett Ayotte (SUBLANT Reserve Force Director) and Chaplain Ralph Turner offered an invocation. CAPT Ayotte welcomed all the attendees and set the stage for what was to be accomplished during the conference. The key speakers on Friday represented a strong cross-section of the senior Submarine Force Leadership. RDML (Sel) Joe Walsh (COMSUBLANT Chief of Staff) gave a very thorough review of the submarine force today and the challenges that will be faced in the future. RADM Gerald Talbot (COMSUBGRU TEN) spoke at length on five areas where he wants Reserve force assistance. RADM Mark Feichtinger (Director, Submarine Reserve), provided a briefing that focused on key results from this year's Submarine Reserve Force Annual Report. (A copy is available from the SUBLANT Reserve Website.) RDML Michael Tracy (COMSUBGRU TWO), spoke of the challenges they have faced over the past year and how he sees the Reserve Force continuing to provide assistance, and CAPT Haas Moyer (OPNAV N776) provided an in-depth overview of the programs that N77 is sponsoring on behalf of the submarine force. On Saturday, the conference was privileged to hear from RDML (Sel) Craig McDonald (Deputy Commander, Naval Reserve) about changes that are coming within the Naval Reserve. ETCM (SS) Chris Clark (SUBLANT Reserve Force Chief) gave an outstanding presentation of how Program 1 looks from the Deck Plates. His presentation provided an excellent summary of what our unit leadership needs to do in support of our sailors.

The breakout sessions on Friday were a departure from past years, when the sessions centered on types of units (e.g., maintenance units, headquarters units, Battle Group Staff units). With a theme of "Undersea Warfighting: The Reserve Role" and with an FY03 goal to increase our warfighting capabilities, the breakout sessions were dedicated to kicking off the planning process for a number of "focus areas." The concept is that each focus area represents an area of interest to the active force, where Submarine Reservists can provide value-added support. The focus areas addressed during the conference were: ASW; ASW/Anti-Diesel; Special Operations Forces; SSGN; Mine Warfare; Strike; Information Technology; and Professional Development. Additional information about each of these focus areas will be forthcoming in future RESNOTES.

RADM Feichtinger and RDML Beebe (Deputy COMSUBPAC) spent time taking questions from the attendees and provided guidance to attendees to take back what they had learned and develop/execute an action plan with the knowledge gained at this conference. "Knowledge in a vacuum does not produce results; it must be coupled with action." They also urged command leadership to set the Submarine Force mission in context for their commands. For example, do unit members know how they are contributing to the overall Navy mission? Do they know what's going on in 'Big' Navy? Do they understand the way ahead set forth in the Sea Power 21 and do they know about their area of responsibility?

As the conference drew to a close, ITC (SS/DV) Tim Weis (SUBLANT Reserve Force Career Counselor) provided a short presentation on his role in support of the Reserve Force Master Chief. He explained his desire to be a resource for each unit career counselor, to make sure that we are providing the right support to our sailors.

CAPT Ayotte closed the conference with a short discussion of ideas that had been collected over the course of the weekend in the “Better Ideas” basket. The intent was to provide a way for unit COs to share techniques that work for them in leading their units.

## **COMSUBLANT OPERATIONS CONFERENCE 2003**

**Mark your calendars:** The CSL BGS community will be hosting a COMSUBLANT Operations Conference this year in lieu of the traditional CSL BGS Conference. The conference will be held 5-8 June 2003 at Naval Station Norfolk. In order to facilitate wider discussion of operations initiatives throughout the CSL reserve units, CSL BGS 106 will be hosting representatives from the following reserve units:

- CSL BGS units
- CSL HQ units
- CSL Group and Squadron support units
- CSEL 1005
- SURTASS LFA DET
- CUS DET 1
- Naval Submarine School

We would ideally like to have the CO or XO, SEA, and OPS officer for each of these units to participate in the conference.

The conference will include three tracks:

1. Training Track (5-8 June 2003) at Submarine Training Facility: The objective of this 4-day event is to provide meaningful operations-oriented training opportunities to the participating units
2. Conference Track – (7-8 June 2003) at Afloat Training Group Atlantic: The objective of this 2-day event is to plan for joint operations initiatives between the participating units. The FY03 Focus Areas (ASW Coordination, Mine Warfare, Anti-diesel ASW, and SOF) will be topics of discussion during the conference and breakout sessions. Determining how the submarine group and squadron support units can support the operations mission will also be addressed.
3. Training/Conference Track – (5-8 June 2003): Attendees will participate in the Training Track on Friday and Saturday, and participate in the Conference Track on Saturday and Sunday.

Your input on this proposed schedule is strongly desired. We would like to know what information and interaction you would find valuable in this team environment. Please provide input to the COMSUBLANT BGS 106 point of contact for the conference (CDR Warren ReBarker; email: [wrebarker@nc.rr.com](mailto:wrebarker@nc.rr.com)) not later than 15 March 2003.

Additional details including draft agendas and logistics information for the conference will be forwarded via e-mail to the CO's of the participating units in the near future. Because of limited IDTT funding, strongly consider using AT funding for participants. For AT's, please provide RUP/AN's as early as possible in third quarter to CDR O'Keefe.

## ANNUAL TRAINING OPPORTUNITIES

### SUBLANT OPCON EXERCISE BILLETS

Listed below are the exercises, dates and billets available for the remainder of fiscal year 2003.

**Please note the re-emergent requirement for support of JTFEX 03-2.** These are good opportunities to prepare for other exercise billets including OUTCONUS and at-sea exercises. If you are interested in participating in any of these exercises, contact LCDR Todd Motley at (757) 380-4506 or via email at [MOTLEY\\_TR@NNS.COM](mailto:MOTLEY_TR@NNS.COM). Previous submarine exercise or OPCON experience is required for COMPTUEX watch standers.

Exercise watch stander training will be offered periodically during the FY. Contact LCDR Motley for details.

Exercise	Dates *	Billets	Rank/Rate
JTFEX 03-2	01 APR - 11 APR 2003	EWOs	(3) O3-O5 (1125)
JTFEX 03-2	01 APR - 11 APR 2003	ETOWs	(3) E4-E6
COMPTUEX 03-3**	29 MAY - 09 JUN 2003	ETOW	E4-E6
COMPTUEX 03-3**	09 JUN - 20 JUN 2003	ETOW	E4-E6
COMPTUEX 03-3**	19 JUN - 30 JUN 2003	ETOW	E4-E6
JTFEX 03-3	11 SEP - 22 SEP 2003	EWOs	(2) O3-O5 (1125)
JTFEX 03-3	11 SEP - 22 SEP 2003	ETOWs	(3) E4-E6

\*All dates subject to change based on operational scheduling

\*\*Must have previous OPCON experience

### EXERCISE NORTHERN LIGHTS 2003

NR CSEL DET1005 is looking for several 1125 officers to serve as deputy/assistant submarine controllers in NATO Exercise Northern Lights 2003. This exercise will be held in Northwood, UK (near London) from September 13, 2003 to September 26, 2003. This is an excellent experience to work in an OPCON environment with Naval personnel from various NATO countries. Previous exercise experience is desirable, but not required. Please contact LCDR Lou Lazzara ([ljazzara@attbi.com](mailto:ljazzara@attbi.com), (412) 829-8505) or LCDR Demetri Capetanopoulos ([mr\\_c\\_14@yahoo.com](mailto:mr_c_14@yahoo.com)) if you're interested in participating.

## UNIT PROFILE

**COMSUBLANT Battle Group Staff** Detachment 106's (CSL BGS Det. 106) mission for mobilization is to provide qualified officers and enlisted personnel to perform command and control functions for associated, direct, and integrated submarine support to COMSUBLANT, COMSECONDFLT, and COMSIXTHFLT during peacetime operations. Additionally, the unit provides qualified personnel for immediate assignment to active duty in time of war, national emergency, or when otherwise directed by law to augment fleet battle group staffs in support of undersea warfare.

The unit's Reserve assignment is centered around its role as the CSL Operations Primary Coordinating Unit (PCU) for all CSL Reserve Operations units. In that capacity, CSL BGS Det. 106:

- Coordinates the Battle Group Staff Exercise reservist requirements for at-sea exercises and evolutions;
- Maintains CSL BGS reserve web site;
- Plans and hosts an annual CSL Operations Conference in Norfolk, VA each June;
- Promulgates and coordinates requirements for Submarine Advisory Team (SAT) Watch Officer (WO), Submarine Element Coordinator (SEC), and SAT AWO qualification.

The unit is authorized billets for 25 officers and 37 enlisted members. Officers primarily hold the 1125 NOBC. The unit is home to the CSL Reserve Operations Director and his Deputies in addition to the normal BGS unit complement of watch officers. The enlisted members are predominately in the ET and FC ratings.

The unit's host Reserve Center is N&MCRC Norfolk, but the unit drills in the N7 spaces of CSL Headquarters on the COMLANTFLT compound. The majority of Annual Training is conducted at-sea in small, independent teams aboard carriers or the Sea Combat Commander's command ship.

For additional information regarding CSL BGS Det. 106, contact: CAPT Paul Ulmer, Commanding Officer, CSL BGS Det. 106, (434) 832-2311, [paul.ulmer@framatome-anp.com](mailto:paul.ulmer@framatome-anp.com) or CAPT Doug Schaefer, Reserve Operations Director, (703) 697-5678, [douglas.schaefer@mda.osd.mil](mailto:douglas.schaefer@mda.osd.mil)